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11 May 1967

MEMORANDUM FOR: Director of Personnel
THROUGH : Deputy Director of Personnel
SUBJECT : Inspector General's Survey of the
Career Training Program

1. I should like to offer the following comments by way of constructive criticism of the subject report insofar as it relates to or makes pertinent recommendations involving the Recruitment function of the Office of Personnel.

2. At page 19 the report states:

"We heard criticisms in Headquarters that many field recruiters lack Agency experience other than recruiting. As a result they are unable to discuss with authority the working of the Agency with applicants. Also, this line of criticism continues, recruiters become frustrated because they do not understand the time involved in processing applicant files in Headquarters."

The officers who make these criticisms normally can "discuss with authority" only the "workings" of that part of the Agency with which they themselves are associated. By the very nature of his job, the professional recruiter knows as much about the workings of the Agency as any single group within the Agency with the possible exceptions of the OIG, PPB, and the position classification analysts of OP. As against in-depth understanding of the workings of the Agency, the recruiters must have a reasonably good understanding of some 400 categories of professional personnel for which they are recruiting. Insofar as recruiters becoming "frustrated because they do not understand the time involved in processing applicant files in Headquarters," they understand this problem better than anybody because they are the ones who really have to live with it and, being competitive, continue to press for improvement in this area. Their frustration and criticism have been totally valid and the Skills Bank system was specifically designed to alleviate the major problem

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that obtained in this area, specifically, applicant files staying out with components for month on end. This situation has been radically changed since the Skills Bank was installed in November 1966.

3. At page 19, the report states:

"It is true that most recruiters have limited Agency experience. Several of them entered on duty in 1951 and have been assigned only to recruiting since then. But we are not convinced that this seriously detracts from their effectiveness as recruiters. It might be useful for the recruiters to have a broader knowledge of the Agency, but we do not consider it essential to the success of their efforts."

It is not now true that "most recruiters have limited Agency experience," although it is true that "several of them entered on duty in 1951 and have been assigned only to recruiting since then." We are likewise not convinced, however, that limited Agency experience "seriously detracts from their effectiveness as recruiters." Some of our very best recruiters have never spent a working day in Headquarters. It is the recruiter himself that makes a good recruiter, not the Agency experience--although, given our choice, we would take the man with Agency experience provided he is also a good recruiter and we have persistently worked toward this end. When we started the 1962-1963 academic recruiting season, we had 10 field recruiters working out of what we now call Regional offices. Of the 10, 4 had had a total of 27 years Agency experience, including 4 years overseas and two years at [REDACTED] As we enter the 1967-1968 academic recruiting season with 18 regional recruiters, we do have 9 field recruiters with no previous Agency experience but 9 whose Agency experience aggregates 88 years, including 12 years overseas experience (although two 1962 recruiters with 18 years Agency experience and 4 years overseas service are no longer in recruitment). On this note, the next recruiter-designate who will commence training in September has 20 years of Agency experience, of which 6 has been spent overseas; and, by way of advance planning, still another recruiter-designate, age 46, has over 16 years Headquarters experience. On balance, therefore, we always search the Agency first, resorting only to outside sources, as we did last year, when it was impossible to find competent Agency officers who would take our openings [REDACTED]

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4. We are in sympathy with the report's recommendation that "there is a need to keep recruiters up-to-date on personnel procedures and the mechanics of paper handling, so that they will be aware of the time element and other factors affected applicant processing." (P. 19). The report goes on to say, at page 20:

"There have been occasional training courses attended by recruiters, and in 1963 there was an effort to expose recruiters to Headquarters training. . . . Several weeks of work experience, similar to the program initiated by the Office of Personnel in the summer of 1966 when three field recruiters were brought to Headquarters to observe personnel operations, will provide the necessary updating on administrative procedures."

On this specific point, let me say we will have 5 recruiters serving two-week tours in the Skills Bank this summer, starting with [REDACTED] during the period 29 May-9 June. This serves a double purpose. We are losing the Chief, Applicant Selection Branch (Skills Bank),

[REDACTED] on 26 May and this branch will be working short-handed under the new Chief, [REDACTED], a former recruiter, until such time as a third officer--[REDACTED] a former recruiter, being the second officer--can be permanently assigned to ASB. It is this very experience which can best acquaint a recruiter with what the report terms the "factors affecting applicant processing." At the same time, it is the best possible experience for the recruiter who has never had a Headquarters assignment; by and large, the severest recruiter critics of Headquarters administration are the recruiters who have been with us the longest, circa 1951, and have never been exposed to Headquarters pressures.

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5. On the general theme of formal OTR training for recruiters, we favor the report recommendations enthusiastically. The most difficult problem in this regard, however, is that we cannot spare field recruiters for Headquarters training in other than the summer months when the training menu is measurably lighter. When the report speaks of "several weeks work experience," it must be borne in mind that this would mean time that the recruiters would be away from their families on top of the periods of absence already necessitated by recruiting schedules which now leave certain recruiters with all too little time at home with their wives and children. It is during the summer months that the recruiters try to make

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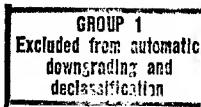
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up this time, as it were, to their families. Even so, the points are well taken and we do manage to bring the recruiters into Washington for annual and semi-annual conferences, short work-situation tours, and formal OTR training to the extent that we feel we can in view of the family problems imposed. We have two new recruiters enrolled in the three-week Intelligence Techniques (for CTs) course starting on 24 July. We consider this a particularly pertinent course for a new recruiter coming to have an understanding of the DDI analyst function. We agree that the report's recommendation of the Intelligence Review course is an excellent one and that this particular course would be extremely meaningful to both new and old recruiters; accordingly, we will try to work all of our recruiters through this course over a period of the next two or three years; the real problem in this regard obtains in the fact that this year the course is offered 1-12 May but at no time during June or July. Incidentally, 3 of our recruiters have asked to be enrolled in the non-resident course in intelligence offered by the Defense Intelligence School. This course is offered through OTR and requires 15 to 25 months to complete. A course we especially would favor for our recruiters is the four-week Operations Familiarization; since it is not offered in June or July, here again we will try to insert recruiters into the May offering from year to year.

6. As to recommendation number 3.b ("Consider recruiters for selection to the Mid-Career Executive Development Program."), a six-week course is almost out of the question, particularly so when it is only offered as in the current year, for example, 23 Jan-3 Mar and 10 Apr-19 May. Moreover, the Office of Personnel has a limited quota and a long line of Personnel Generalists~~s~~ potentials for this training including the Deputy Chief, Recruitment Division, currently on the waiting list. Alternatively, we aim for other types of so-called executive development training, specifically, the Executive Development Program course conducted by the U. S. Civil Service Commission at Kings Point, New York, and Berkeley, California. This year we asked for one space at Kings Point and two at Berkeley.

7. The report recommends (number 4) that:

"The Deputy Director for Support instruct the Director of Personnel and the Director of Training to prepare and maintain an up-to-date description of the Agency and the CT Program for use by recruiters."

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We had several Go's at such a statement but found that the recruiters themselves would not buy a stereotyped description of the Agency or the CT Program that they themselves would voice to an applicant, every applicant being different and the pressure of time frequently dictating the depth to which these descriptions could go. What most recruiters do, however, is attempt to have the applicant read the brochure and the Raborn interview with U. S. News and World Report--perhaps the best open description of the Agency that we have. If the CT Program will prepare a short description of the program, we will insist upon the recruiters having it read by every candidate they consider to be of CTP caliber. By the same token, if the Assistant to the Director (Mr. Joseph Goodwin) would prepare a statement which would do impartial justice to the description of the Agency, we would be happy to insist upon the recruiters having every candidate read the statement prior to the commencement of an interview.

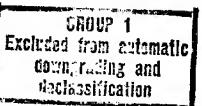
8. As to the recommendation (number 5) that:

"The Deputy Director for Support instruct the Director of Personnel and the Director of Training to:

a. Review the role of the university consultants to determine if the program is worth maintaining.

b. Clarify objectives, cull out marginal consultants and appoint new consultants after adequate indoctrination if the program is to be continued."

As to 5.a, we consider the role of the University Associates to be more that of a "sounding board" for the Director and other senior Agency officials, including the Directors of Personnel and Training, rather than a tool of Recruitment per se. In effect, it is a viable public relations mechanism that gives us a certain amount of entre to the academic scene that we would otherwise not have. As to 5.b, we are, at the Director's request, appointing new consultants and bringing a much wider geographic representation into the program. As to culling out marginal consultants, this is easier said than done in the world of public and human relations. We miss no opportunities afforded us by attrition in this regard, but we would find it very distasteful to drop any of the present members whose participation we consider marginal. In 1966, when the Associates asked the present Director how he viewed their role, he stated simply as that



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of "not being afraid to stand up and be counted" in any student or faculty confrontations in which the Agency's reason for existence is being questioned.

9. We welcome the recommendation (number 6) that:

"The Deputy Director for Support instruct the Director of Personnel to obtain from the Director of Training the CT class profile data and to make this available to the field recruiters."

10. As to the statement at page 23 to the effect that "recruiters from private enterprise . . . and the director of placement at a major U. S. university stated that recruiters would do better by concentrating on fewer campuses," ours is a federal agency and we are challenged from time to time by congressmen and senators because we do not visit every campus in their state; accordingly, since we can't visit every campus in every state, we visit those we have found to be most productive over the years, for the Agency's purposes, while never closing the door to any candidate from a college we do not regularly visit.

As to developing "contacts with department heads and senior professors," we have found that they have little influence on, and take little interest in, the career choices of college seniors. At the graduate level, it is a different story, and we are continually endeavoring to build up our relationships with the graduate schools.

Wherein, at page 23, the report refers to CTP "objections to recruiters spending too much time on undergraduate campuses," because "this has the drawback of attracting young men who lack military training and/or are not desirable for the CT Program," we can only say that our recruiters are all-purpose recruiters and that we have many Agency requirements for RID, OCR, ORR, OCS, NPIC, et al, at the undergraduate level, and the components are hiring these graduates regardless of their draft status.

11. We take immediate exception to the recommendation (number 7) that:

"The Deputy Director for Support instruct the Director of Personnel to caution recruiters against discussing promotion policies for CTs except for the first promotion, which comes seven months after the beginning of formal training."

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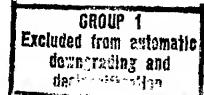
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To be competitive in the field, the recruiter must be given all the ammunition possible. For example, wherein it is known that the Director of Security's policy is to promote new investigators from GS-08 to GS-09 in, normally, six months, the recruiter must know this in bidding against FBI, for example, which would be offering the same man a GS-10. By the same token, if the second promotion of a Career Trainee is a built-in, normal, or automatic ten month proposition, it helps the recruiter to know this. Beyond promotions which fall outside the more or less automatic format, no recruiter would put these on any basis other than merit. Wherein a component or a program of the Agency, however, follows a somewhat standardized system of promotion in the early-career stages, the recruiter must have this information in his arsenal of persuasive arguments to come anywhere near meeting the competition we are facing today. It would be recruitment suicide, in effect, for a recruiter to tell a CT candidate starting at GS-07 that he would be promoted to GS-08 in approximately seven months and tell him nothing more when there is clearly more to tell him by way of persuasion. It is not enough to tell a CT candidate that his second promotion is a matter for discussion with the CT Program officers; more often than not, the candidate would withdraw his interest at the outset.

12. As to recommendation number 8, I find the note that you have already forwarded your recommendation for raising the starting salaries of CTs "to meet competition from industry and other government agencies." Numbers 9 and 10 fall outside the borders of external recruitment.

13. Recommendations number 11 and 12 confuse the whole function of the Recruitment Division as it relates to the Skills Bank and the CT Program. Files cannot go directly from the Recruitment Division to the CT Program for the reason that the Skills Bank (Applicant Selection Branch) and not the Recruitment Division exercises the judgment as to whether or not the recruiter has recommended a given candidate for CTP. In any case the time from RD to CTP with the necessary make-up of an applicant file by the Applicant File Section and acknowledgment of the forms by the Correspondence Section is taking well under the fourteen days needed by the Assessment and Evaluation Staff to score the FCDP test results. A major reason for having the files come through the Skills Bank is for listing, for the information of all components, of the names and qualifications of candidates being committed to the Career Training Program. As matters stand, many CTP files are making the courier runs from Ames to Langley to Glebe in three to five days.



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14. As to recommendation number 14, I defer to the cover experts because it is difficult for me to believe that we have any real security problems before an employee goes overseas and, at that point, we seem to have adequate methodology for converting an employee to official, nominal, or commercial cover if the techniques are properly applied and adhered to at that time.

[REDACTED]

Deputy Director of Personnel
for
Recruitment and Placement

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3	Director of Personnel			
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	ACTION	DIRECT REPLY	PREPARE REPLY	
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